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19 February 1968

MEMORANDUM FOR THE RECORD

SUBJECT: RCPS Recommendations to Director of Personnel

1. The attached memo for D/Pers was not sent forward. C/RCPS, DC/RCPS and D/Pers met informally and discussed main points as presented.

2. D/Pers reaffirmed the fact that it is Agency policy that all eligibles be encouraged to retire as early as possible; that age 60 will be reaffirmed by the DCI as mandatory retirement age. D/Pers agreed that the RCPS would be established at this time as the OP focal point for retirement matters but preferred not to formally transfer Retirement Branch/BSR to the RCPS. He preferred to wait and make this and other changes on a more permanent basis at a later date rather than effect piece-meal changes.

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DC/RCPS

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19 Feb 68  
*Not Forwarded*

MEMORANDUM FOR: Director of Personnel

SUBJECT : Retirement Counseling and Placement Staff  
Office of Personnel

1. Paragraph 6 of this memorandum contains recommendations for your approval.

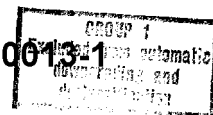
2. Background

a. The Retirement Counseling and Placement Staff (RCPS) developed its planned program outline on the basis of policy guidance provided by the Deputy Directors, the Heads of Career Services, and the Director of Personnel. The essential policy factors were the affirmation that it is in fact Agency policy to encourage all employees to voluntarily retire from service when they become eligible for a non-reduced annuity and the Agency expects employees to be retired upon reaching age 60. The RCPS's planned programs for expanded retirement counseling and placement assistance services are directly related to implementation of the two Agency policies cited above and subsequent realization of the ultimate goals of these efforts--a dramatic increase in the number of optional retirements prior to age 60 and a well disposed, happier, and better prepared group of employees leaving the service at age 60. The specific details of our planned programs to attain these goals have been explained to the responsible senior officers of the Deputy Directorates and all Heads of the Career Services and meet with their approval.

b. The RCPS is continuing to plan, develop and are now implementing a series of related efforts to condition and stimulate employees to plan and prepare for early retirement. The primary theme of all of these efforts is to induce, encourage and assist employees to elect early optional retirement rather than wait until they reach mandatory age 60. These efforts of inducement include development and issuance of a series of internal publications, leaflets, informational kits, seminar presentations, improved external employment assistance and personal counseling interviews. We realize that under current Agency

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policy employees reaching age 60 will be requested to retire on schedule whether inducements are offered or not. It is essential however, that programs be established on their behalf. A formalized series of services must be offered to these employees beginning at least five years prior to their scheduled retirement date. Such a program has been established and will greatly alleviate the problems and hardships currently experienced by a high percentage of our mandatory retirees. Collateral to expansion of employee assistance type service, the RCP Staff is actively engaged in research on legal feasibility of establishing retirement incentive bonuses or other emoluments which might be provided retirees.

c. While humanitarian or employee related interests must be served by all of these efforts, the primary objectives are essentially related and are designed to:

(1) keep promotional and developmental assignment opportunities open so that younger employees are encouraged to remain on board throughout their peak efficiency years;

(2) maintain the Agency's competitive recruitment position and reduce expensive (both in cost and efficiency) employee turnover;

(3) maintain a viable work force with maximum capacity to meet contingencies, periodic surpluses, changes in missions and similar disruptive conditions.

(4) Remove in a timely, orderly and humane way the superannuated, the occupationally limited, and the least effective employees in reduced staffing situations.

d. In a very real sense the Agency's efforts in providing retirement counseling services are designed to benefit the younger mid-career employee through creation of promotion headroom and developmental assignment opportunities for this group of employees. This philosophy, therefore, must be imparted to the younger employee to encourage him to remain with the Agency through his most productive years. For this reason a portion of our informational efforts must be directly pointed to the non-retiree employee to let him know what the Agency is trying to do on his behalf.

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3. Specific situation as of 1 February 1968

a. The selection of informational materials, media and techniques of inducement for early retirement and facilitating the orderly preparation of mandatory retirees are continuing and will be refined as we pursue our program. Evaluations of effectiveness must be maintained on a continuing basis. General usefulness of information or counseling provided cannot outweigh the tangible results. While it may be "nice" to have our employees better prepared for retirement the real value must ultimately be measured in the increase in the number of optional early retirements at the point in time management wants them to go. As currently planned, the impact of our general efforts will be "across the board" with encouragement to all eligibles on the assumption that this is what management desires. All components of the Agency, therefore, should be prepared for an exodus of a fair percentage of relatively younger and still effective personnel. The pattern of current statistical information on optional CIA R&D system retirees indicates they average 53 years of age with the highest number 50 to 52 years of age. A relatively low percentage of retirees are 56 to 59 years of age. It can be assumed that a good percentage of the 55 to 59 year old eligibles also carry the higher grades. Promotion headroom for younger officers will be available only when these older eligibles retire. Based on the patterns of the past few years there is little indication that encouragement or counseling assistance alone will induce this category of employee to elect early retirement. Exposure to expanded counseling services will no doubt better prepare them for their retirement when they reach mandatory age but it is doubtful that this group will elect early retirement in any appreciable numbers unless career service pressure is applied. The career services alone can really influence the ebb or flow of early retirements. The career services must identify eligibles for a non-reduced annuity who are surplus to their requirements and decide who should be selected for individual counseling and personalized external employment assistance. The Office of Personnel can then concentrate assistance for these individuals and make every effort to make early retirement advantageous.

b. At the present time valuable counseling services are being provided all employees who are on the threshold of retirement. The Retirement Branch/BCD, the Benefits and Counseling Branch/BCD and the External Placement Branch/RCPS are all

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actively engaged in "specialized" forms of retiree counseling and assistance. These services must and will continue to be provided. The counselors assigned to the RCPS are now in the personal counseling business and complement the more specialized services rendered by BGD components. Emphasis has of necessity been placed on serving employees who are in their final months of employment with the Agency. It is essential that steps be taken now to also implement earlier retirement counseling of employees who still have time to capitalize on advice and guidance and prepare themselves for an orderly phase out into planned retirement life.

#### 4. Current Planning

a. It is the RCPS intent to immediately implement the "standard" retirement counseling program for employees who in 1968 will have 5 years to go for mandatory, age 60 retirement. These 1972 retirees will be provided a sequentially planned series of "counseling" services tailored to appropriate points in time as they near their retirement day. Outline of this standardized program is presented below. We are faced, however, with at least two immediate and pressing problems of considerable impact--first, the fact that as of 1 January 1968 there are approximately 266 employees expected to retire in calendar year 1968; 407 in 1969; 326 in 1970; and 386 in 1972. Seven hundred and sixty-nine of these people are mandatory cases and received their written notifications some time ago but except for a few individuals have not received any organized counseling assistance to date. These employees must be provided assistance through establishment of special programs to meet their needs which must be carried out concurrently with our "standard" or 5 year plans. The second problem facing the Agency flows from the recent ceiling 2% reduction coupled with the Presidential order reducing the foreign field staffing by from 10% to 30%. There is little doubt that surplus personnel will be identified and the early retirement mechanism will be employed to ease some of the burden. The specific form and size of the retirement counseling work load is not yet defined. The RCPS, therefore, must have a capacity of flexibility to handle non-planned or involuntary retirement cases and at the same time continue our present programs to handle the 1972 and the 1968-1971 retirees. Our primary program outline for calendar year 1968 is presented as follows:

Programs to be instituted on an all-employee basis

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(1) Retirement Information Booklet - The initial booklet will be ready for coordination and approval on an all-employee basis in March or April 1968. Present plans anticipate this booklet will be an annual publication. Booklet will be organized in four sections with topical information designed to appeal to specific groups of employees. Section I - Early Career Planning, Section II - Mid-Career, Section III - End of Career, Section IV - Common Interest Information.

(2) Retirement Newsletter - The initial newsletter will be ready for coordination and approval on or about 1 April 1968. Present plans are to issue this newsletter on a quarterly basis. Topical retirement related information will be featured.

(3) CIA R&D System Information Booklet - We are developing on a "crash" basis a Question and Answer type booklet on the CIA system designed for general employee use but specifically useful as part of the informational kit to be sent to the foreign field in anticipation of the staff reduction program. A previous effort on this booklet was started but suspended in 1966.

(4) All Employee Notices and/or Regulatory Issuances

(a) Defining functions and organization of Office of Personnel components rendering retirement counseling services.

(b) Issuance in conjunction with Security and Cover a regulation on policy and procedures on employment resumes for people leaving the Agency. A draft regulation covering policy and procedures is now undergoing coordination with Security and Cover.

(5) Employee Retirement Reading Rooms - A suitable number of books and publications have already been procured for employee use in two reading rooms. Space has been made available for one room in Magazine Building (bookcases and furniture were ordered in October 1967 but not yet procured by OL). A second reading room in the Headquarters Building is to be set up when space is made available (the Library has withdrawn their original offer of space). ROPS is now setting

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up a temporary reading area in our office space in Room 205 Magazine Building.

Programs to be instituted for 1968 retirees

(1) Individual counseling interviews - All employees scheduled to retire between 1 January through 31 March 1968 will be specifically invited for individual interviews by the RCPS. All employees scheduled to retire from 1 April through 31 December 1968 will be extended an "open" invitation for individual counseling if they so desire. We will not plan to extend individual invitations by name.

(2) Seminar - All employees scheduled to retire between 1 April and 31 December 1968 will be individually invited to attend the five day seminar in March 1968. Seminar plans are now firm for the week of 25 through 29 March 1968.

(3) Informational kits - All 1968 retirees will be provided informational kits of retirement related literature. The 1 Jan - 31 March 1968 retirees will be provided a special kit at their interview while the 1 April - 31 December 1968 retirees will be given a pre-seminar kit in March 1968. Both of these kits contain similar materials. The pre-seminar kit has additional literature selected in relationship to the topics covered in the March 1968 seminar.

Other RCPS activities in 1968

(1) Personal employment resumes - The RCPS has made recommendations together with proposed policy and procedures for the establishment of a system whereby all personnel leaving the Agency must be provided with a Security and Cover approved resume covering his period of Agency employment. Implementation of this program will begin in 1968 with External Placement Branch/RCPS the focal point for carrying out this policy.

(2) External Employment Assistance - RCPS has changed the approach to external employment assistance for retirees from the former system of emphasis on broad solicitation of general job openings to specific employer solicitation for specific employees. Some general solicitation will be continued but referral of candidates will be highly selective. Employer contacts will be pursued on a selective basis with pre-knowledge regarding the organization concerned. Maximum use will be made of Agency official contacts (i.e. - DCS, Cover, etc.) with selected firms and coordinated through these components prior to any OP contacts. Finally, complete files will be maintained on a current basis on contact experience with each active employer organization.

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(3) Continuing research on retirement matters - RCPS will continue to research all available sources of information regarding retirement and retirement counseling programs. Improvements will be incorporated into our programs and evaluations made on their effectiveness. All topics listed on our "task force areas of concentration" will be pursued and implemented as appropriate.

Programs to be instituted for 1972 retirees

(1) Letter of Notification of retirement date - Five-year letter of notification of pending retirement will be issued to each mandatory retiree. This letter will include information that an initial individual counseling interview will be arranged in calendar year 1968 for each 1972 retiree.

(2) Individual counseling interviews - Each 1972 retiree will be scheduled for an initial personal interview by RCPS in 1968. Appointment will be made during the month coinciding with his birthday which in turn is the month of retirement. As part of this initial personal interview each employee will be provided with an estimate of his projected annuity. Present plans include scheduled personal interviews annually thereafter with the 1972 interview set for 90 days prior to retirement.

(3) Seminars - There are no seminars planned in 1968 exclusively for the 1972 retirees. An open invitation will however be extended to these employees to attend either the March or November 1968 seminars.

5. Current Activities

a. The RCPS has specifically assigned four officers to handle the increasing volume of personal counseling interviews (some 80 interviews have been conducted with 1967 and 1968 retirees during the period 1 October 1967 to date). The Staff is committed to interview during calendar year 1968 all available 1972 mandatory age retirees (198) plus an estimated 120 optional, disability and discontinued service type retirees (this estimate is based on current Agency experience). The 1972 mandatory retiree interviews will be controlled through scheduling coincident with their month of retirement. The RCPS Counselors are prepared to provide initial general counseling and refer employees requiring "expert" advice to the appropriate component providing "specialized" counseling or

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assistance. The RCPS Counselors routinely pose a number of exploratory questions to the potential retiree to ascertain his actual state of preparation for retirement and to surface potential deficiencies in his readiness. As a result of this overall check-up the employee can then take steps to get his affairs in order and make his decisions from a more knowledgeable point of view.

(b) It is now an appropriate time to formalize an action or "line" role for the RCPS and establish a focal point for retirement counseling matters. Staff type functions of the RCPS involving research, studies, and projected planning will continue to be carried out concurrently with implementation activities. Employees, supervisors and component Personnel Officers have voiced confusion as to where a retiree should be initially referred for assistance. Specialized counseling assistance rendered by the Retirement Branch and Benefits & Counseling Branch/ESD provides vital services to the retiree but concentrate on specific aspects of the retiree's circumstances. A broad overview of the retiree's state of affairs must be provided initially with subsequent referral of a "prepared" interviewee to Retirement Branch, Benefits & Counseling Branch/ESD or External Placement Branch/RCPS.

#### 6. Recommendations

It is recommended:

a. that at this point in time reaffirm the validity of RCPS concepts of the Agency's retirement policy objectives (i.e. to encourage optional retirement of employees when they become eligible for a non-reduced annuity and employees will be expected to retire at age 60 at the latest unless specifically excepted).

b. that Office of Personnel Retirement counseling and external placement services be consolidated into one operating division.

c. that the Retirement Counseling and Placement Staff be established as a Division and renamed the Retirement Division/OP.

d. that the Retirement Branch/ESD/OP be transferred to the Retirement Division/OP and name changed to the Technical Support Branch.

e. that the organizational name of External Placement Branch be changed to External Employment Assistance Branch.

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f. that the interim organization of the Retirement Division consist of: an Office of the Chief; a Counseling Branch; a Technical Support Branch and an External Employment Assistance Branch.

g. that the functional services currently performed by Retirement Branch/BSD and the External Placement Branch be continued under the new Retirement Division.

h. that the organizational name of the Benefits & Counseling Branch/BSD be changed to Employee Services & Processing Branch/BSD.

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Chief, Retirement Counseling  
& Placement Staff

Recommendations a through h contained in paragraph 6 are approved.

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Robert S. Wattles  
Director of Personnel

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Date

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RECOMMENDATION NO. 10:

25X1A "a. The Director of Personnel prepare a recommendation for the Executive Director-Comptroller to ensure Agency-wide compliance with [REDACTED] which specifies that employees be interviewed on retirement plans one and two years before retirement.

b. The Director of Personnel consider the desirability of having employees interviewed by their components five, four, and three years before retirement in addition to the present two-and one-year interviews."

RESPONSE:

a. Concur. We agree that there have been instances where employees have not been interviewed by their components as required by [REDACTED] 25X1A We feel that we can ensure Agency-wide compliance by a stricter control by the Office of Personnel and are taking steps to tighten our monitoring of this requirement. A system will be followed that will require the Executive Secretary, Agency Retirement Board, to contact components by memorandum and remind them that prospective retirees must be interviewed at the two-year point. In addition, we are adding a new provision to our present procedure whereby the Executive Secretary will send a formal memorandum to the prospective retiree through his component one year in advance of the retirement date. Acknowledgment of receipt of the memorandum by the individual will be required.

b. Nonconcur. We do not feel that any change is necessary in the present requirement for the five-year, two-year, and one-year interviews. We are adding a feature that will require the Executive Secretary, Agency Retirement Board, to receive a response to his five-year letter within six months of issuance. With the tightened monitoring of the two-and one-year interviews, notes in (a) above, we feel that the interests of both the employee and the Agency will be properly service.

RECOMMENDATION NO. 11:

25X1A "a. The Director of Personnel study what period of time is adequate notice of retirement by employees who are stationed overseas, and that both [REDACTED] be amended to reflect any changes that may be considered necessary.

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b. The Director of Personnel initiate a further amendment of [REDACTED] stressing that it is desirable for Headquarters employees retiring under the Civil Service Retirement System to give 90-days notice of retirement plans.

c. The Director of Personnel in future Headquarters Employee Bulletins on the Agency and Civil Service Retirement System emphasize the need for Headquarters employees to submit their requests for retirement 90 calendar days prior to the desired date of retirement. "

RESPONSE:

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a. -b. The problem in delay of settlement of Agency affairs and receipt of retirement annuity does not ordinarily stem from inadequate notice of retirement but rather from the problems associated with the individual's affairs at the time of retirement. With steps being taken to improve the processing in unvouchered cases (reported on page 34 of the survey report) the processing time before receipt of annuity should be improved considerably. As far as advanced notice of retirement, we believe that 90 days would provide adequate notice to the Agency of the employee's intention to retire under either system. An appropriate amendment to [REDACTED] is being initiated.

c. Concur. Will comply in future issuances of related substance. However, in view of the limited applicability of this problem of advanced notice of retirement, a special Agency-wide Headquarters Employee Bulletin appears to be an expensive way to communicate this requirement. The regulation should be enough but we are planning to bring this requirement to the attention of Agency Personnel Officers and Support Chiefs.

RECOMMENDATION NO. 12:

"The Director of Personnel direct the appropriate operating divisions of the Office of Personnel to prepare and issue the revised separation code. "

RESPONSE:

Concur. A revised code has been prepared.